



Lean 6-Sigma Program



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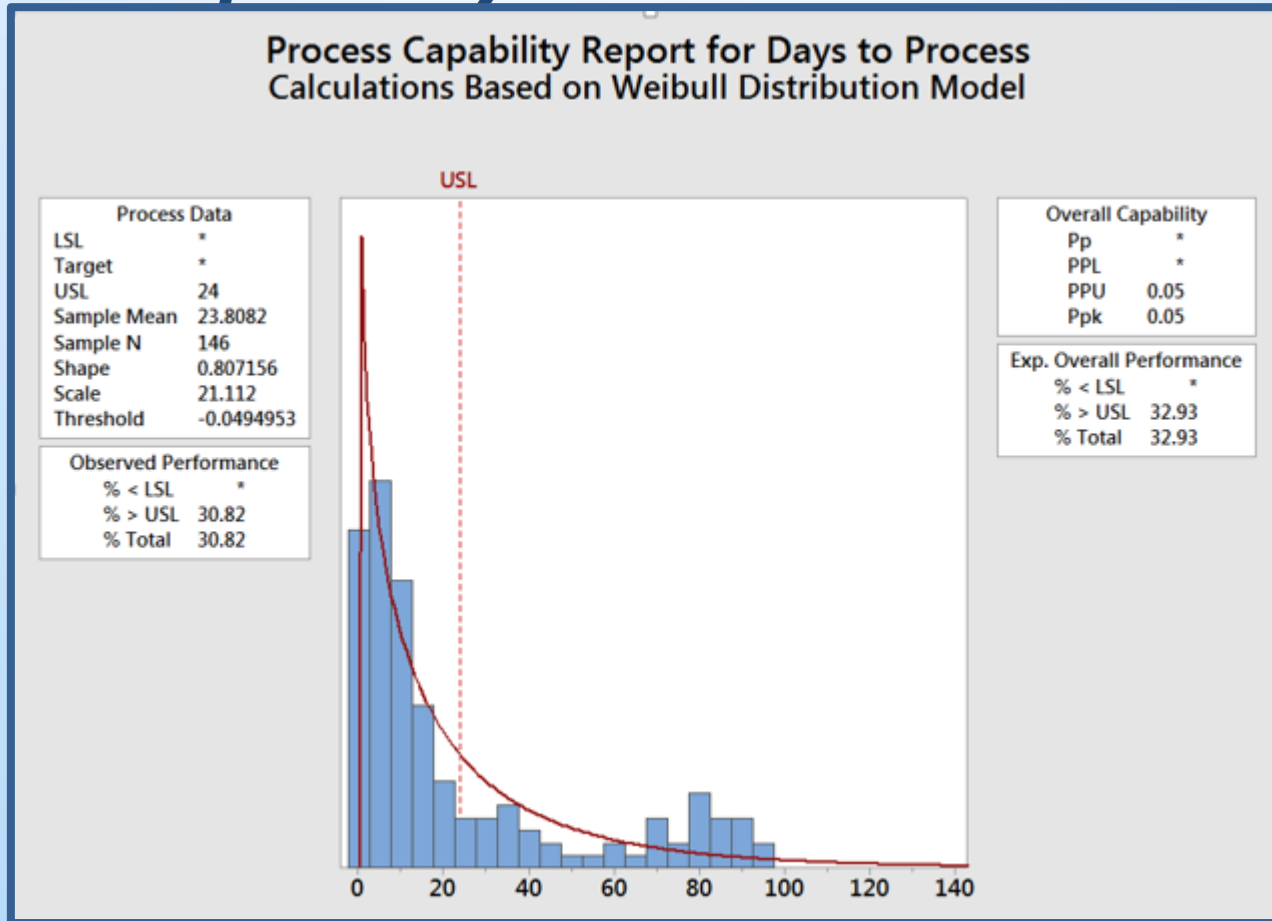


Reduction of Processing Time for California Public Records Act (PRA) Requests

- ❖ **Problem Statement:** *The average time for processing Public Records Requests exceeded the 24-day deadline over 30% of the time*
- ❖ **Objective:** *To reduce the processing time wherein 95% of the requests are be processed within the 24-day deadline*
- ❖ **Project Team:**
 - ❖ **TEAM MEMBERS:** Marcy Freer, Sheryl Kroh, Jeff Brooks, Heidimarie Carle, Jose Olveda, Janice Tanaka, LaVerna Santilliano, Matt Rocco, Jeff Newman, Derek Kantar, Shanna Everts

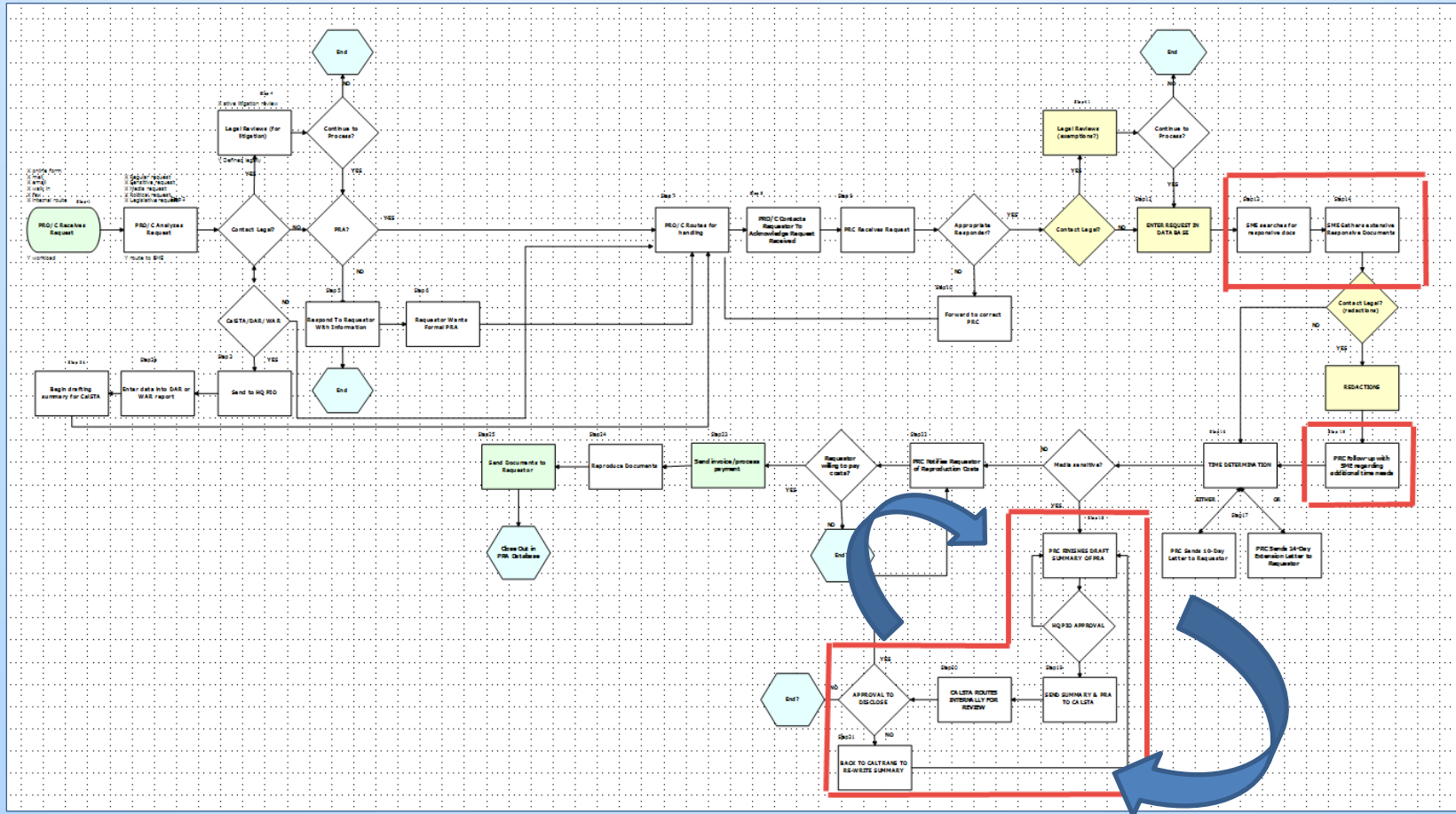


Baseline Capability



- ❖ Current process exceeds the 24-day limit 31% of the time
- ❖ Requests can take nearly 100 days to process

Initial Process Map



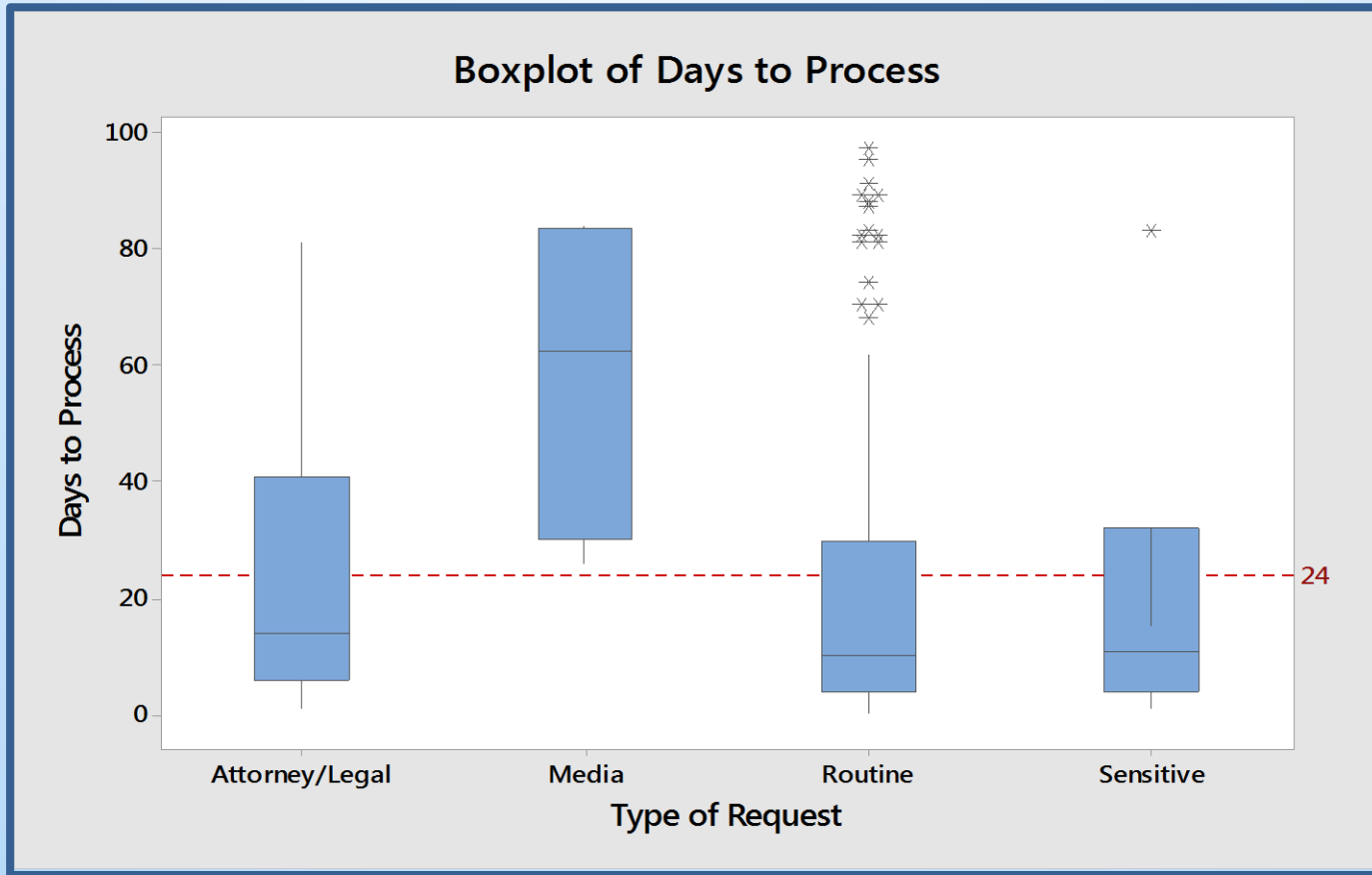
❖ Multiple reviews and External processes with limited controls in place.

Analysis Tools

Analytical tools used to determine Critical X's:

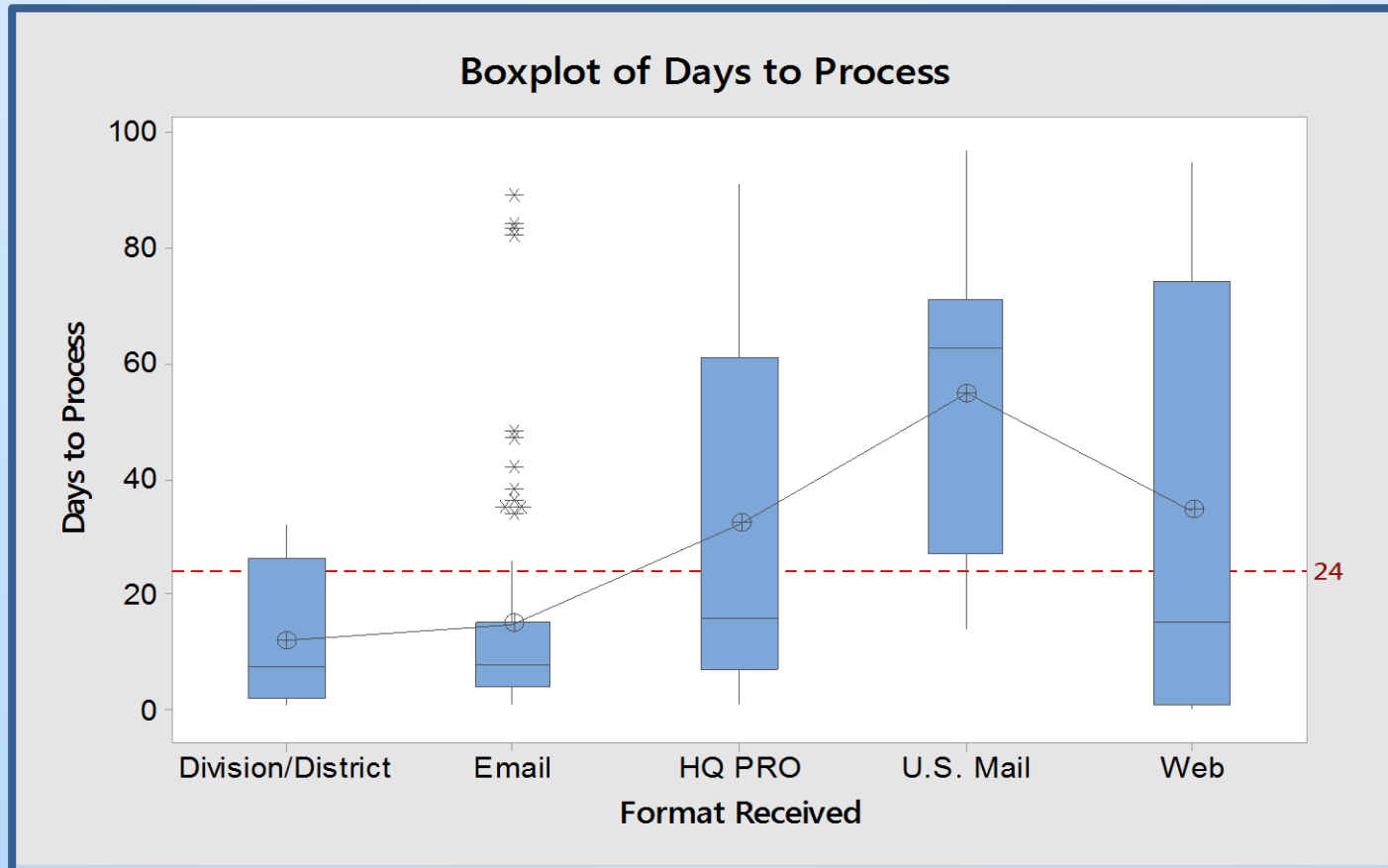
- ❖ Fishbone diagram
- ❖ Failure Mode and Effects Analysis (FMEA)
- ❖ Hypothesis testing (Two Sample T-test, One-way ANOVA)
- ❖ Regression Analysis
- ❖ Scatterplots & Boxplots
- ❖ Multi-variable analysis
- ❖ Time Value Studies
- ❖ Boxplots
- ❖ Individual Value Plots
- ❖ Capability Analysis

Key Analytical Finding 1



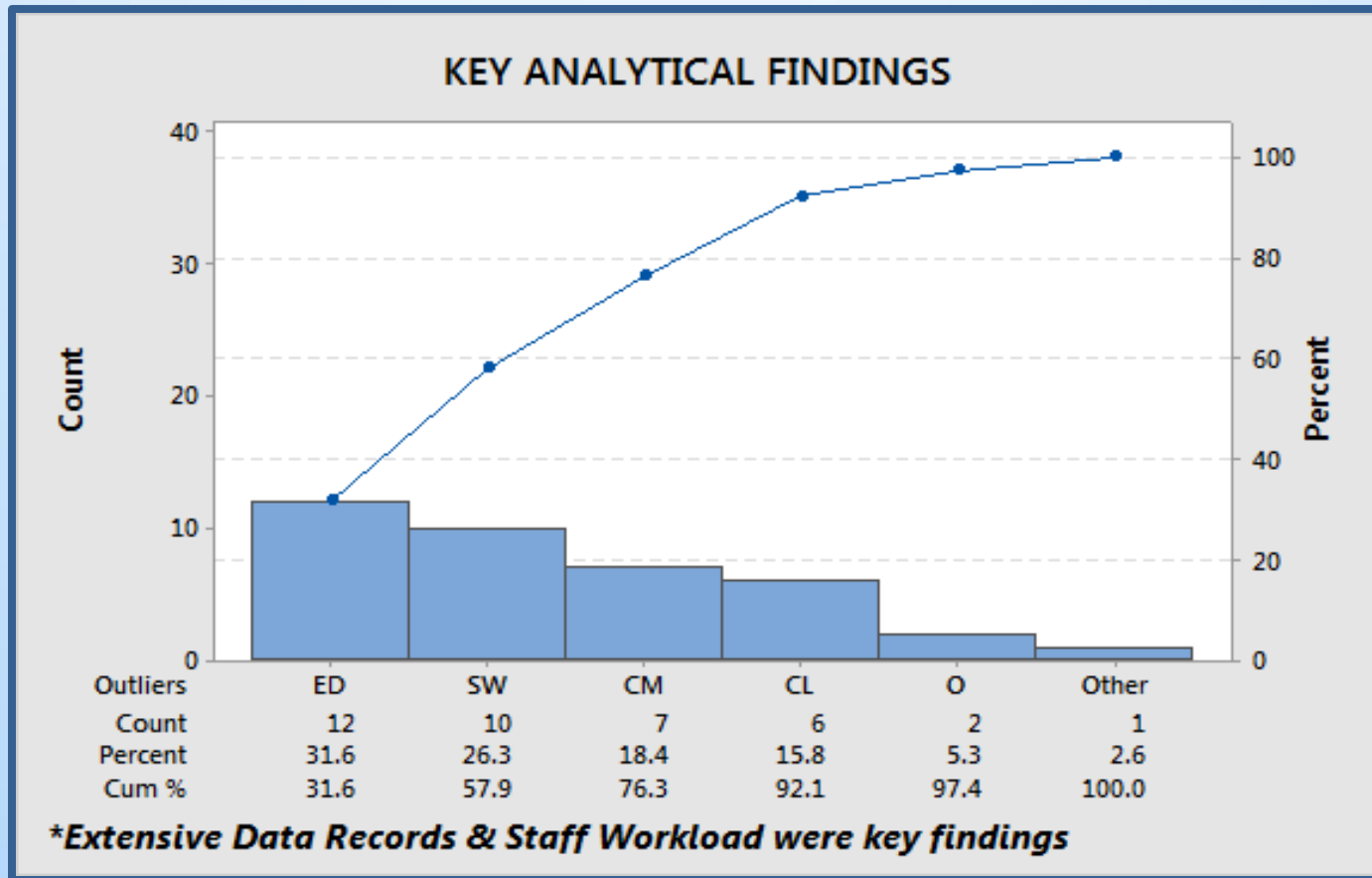
- ❖ **Media** requests consistently exceeded 24-day spec limit
- ❖ **Routine** requests exceeded 24-day spec limit as well, with some outliers taking almost 100 days

Key Analytical Finding 2



- ❖ Requests received via **US Mail** took the longest to process with all exceeding the 24-day spec limit

Critical X's (root causes of problems)



- ❖ **Extensive Data Records Requests** and **Staff Workload** were the highest - accounting for nearly 58% of the days in processing time

Improvement Techniques

Improvement steps for Critical x's:

PHASE 1

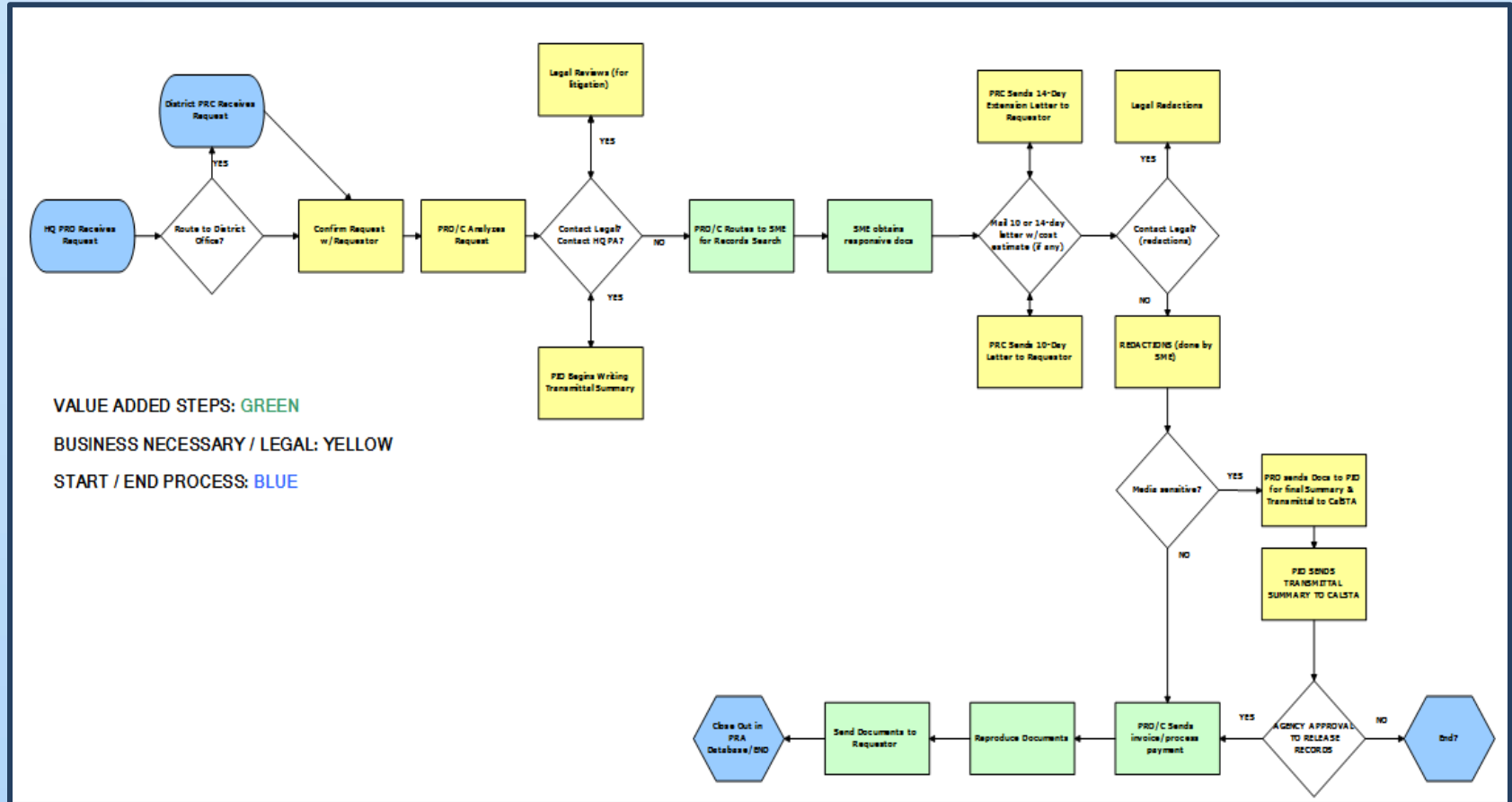
- ❖ Visual Management
- ❖ Workload Balancing
- ❖ Standardized Work
 - ❖ Screen recorded videos for database instruction
 - ❖ Samples of various Requests for reference
 - ❖ Updated Subject Matter Experts list
 - ❖ Screen shots for Database Instruction

PHASE 2

- ❖ Revised Training
- ❖ Revised Deputy Directive/Policy Guidelines
- ❖ Continuous Improvement Committee



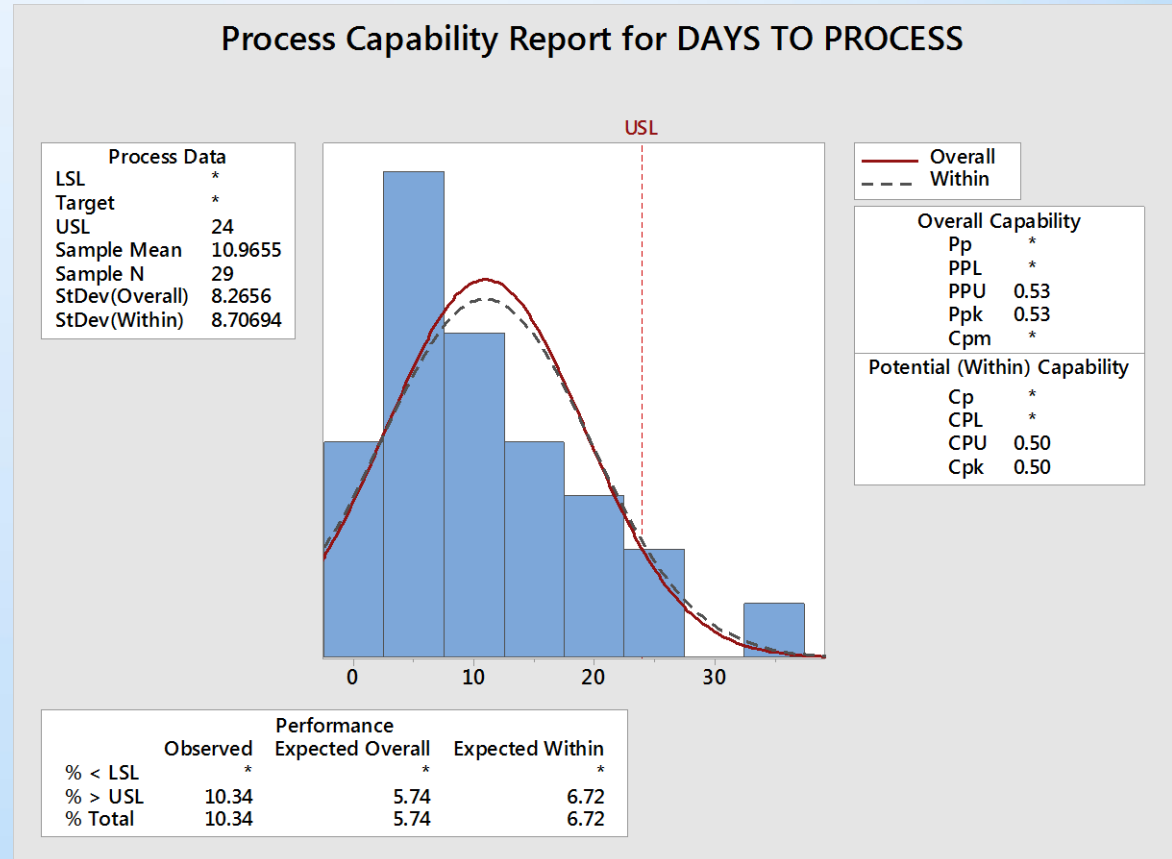
New Process Map



- ❖ Eliminating **multiple reviews** and **workload balance** simplified the request process for the Public Records Officer & Coordinators

New Capability Analysis

RESULTS with Phase 1 Improvements in Place



- ❖ Phase 1: 90% of requests complete process within 24 days (**11 day average**)
- ❖ Confident that after full implementation of Phase 2: **95% requests processed within the 24-day timeframe.**

Control Plan

CONTROL PLAN ELEMENTS:

- ❖ **Standardization of Process** – create a set of procedures that all coordinators use to process requests, including checklists
- ❖ **Visual Management** – provide a matrix of current requests to leadership so they are aware of outstanding requests
- ❖ **Annual Training Requirements** per Updated Policy
- ❖ **Cross-functional Committee** – Quarterly meetings



Additional Benefits

EXTERNAL:

- ❖ Improved Customer Service – Public Value
- ❖ Accountability & Reliability of Service Provided
- ❖ Organizational Excellence – Stakeholder Confidence

INTERNAL:

- ❖ Employee Engagement – Increased Morale – **TEAMWORK**
- ❖ Statewide Collaboration – **COMMITMENT**
- ❖ Constant Challenge – **INTEGRITY**
- ❖ Applying an Improvement Methodology – **INNOVATION**

LIVING THE CALTRANS VALUES



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